



Community Mission Statement

The mission of Windsor Heights is to provide our residents, businesses and visitors a safe environment and exceptional city services through a team-oriented and fiscally responsible approach in order to create a unique, sustainably vibrant community.

Goal #1 – Focus City services, resources and cooperative partnerships on creating and maintaining a **safe community** for all residents, businesses and visitors.

Objective A: Recruit and train quality staff.

Objective B: Implement policies and practices leading to clean air and protection of water resources – i.e. expanding anti-smoking initiatives and membership in Central Iowa Water Trails efforts.

Objective C: Replace aging vehicles and equipment.

Objective D: Prepare/update a comprehensive emergency response plan in the event of any community disasters.

Objective E: The City should work to become the employer of choice for our employees, and perspective employees, by ensuring alignment of wages, benefits and employee support to create a positive and engaging work environment

Goal #2 – Develop and implement processes to ensure delivery of **exceptional City services**.

Objective A: Pursue shared services with neighboring community partners in service delivery – i.e. WestCom, sewer maintenance, traffic signal management, cooperative fire services, Dart, MPO, Metropolitan Advisory Committee, Metro West Housing and Catch Des Moines, as examples.

on recreational programming, sewer system operation and maintenance, and traffic signal operation and maintenance.

Objective B: Revise the City's code of ordinances to address outdated regulations.

Objective C: Improve the City's enforcement of nuisance violations in an effort to cleanup of properties throughout the community.

Objective D: Add digital record storage capabilities to improve record transparency and in-office efficiencies.

Goal #3 – Protect the **financial future** of the City through reasonable and well-thought-out fiscal policies and adherence to generally accepted government finance practices.

Objective A: Update the Equipment Revolving Program (ERP) annually.

Objective B: Update the Capital Improvement Program (CIP) annually.

Objective C: Balance the continuation of basic municipal services with the addition of new program initiatives considering the availability of financial resources long-term.

Objective D: Establish a standard budgeting process that will institute continuity that will allow multi-year analysis and decision-making.

Objective E: Receive a clean fiscal year audit report.

Objective F: Investigate and pursue new revenue streams.

Goal #4 – Create and maintain a **high-functioning City team** of elected officials, professional staff and volunteer board members via regular and pertinent training and continuing education opportunities.

Objective A: Review and revise the Council and employee handbooks.

Objective B: Implement an all-electronic job application process.

Objective C: Identify and allocate resources to support ongoing employee training focused upon improving customer service.

Objective D: Develop a retention and succession plan to prepare for future employee turnover.

Goal #5 – Build a **unique and sustainably vibrant community** that contributes to the overall character of the Greater Des Moines region.

Objective A: Invest in art and culture opportunities unique to the region in cooperation with Bravo.

Objective B: Launch a revised community concert series in partnership with the Foundation and Chamber of Commerce.

Objective C: Invest in community artwork.

Objective D: Begin implementation of the Parks Plan by creating a vision for Colby Park to include new and improved recreational opportunities; decide what to do with Lions Park.; pursue new trails and bike hub facility; and initiate discussion for establishing a new northeast park amenity.

Goal #6 – Pursue a **comprehensive economic development strategy** that supports a healthy business sector and contributes to a better overall quality of life.

Objective A: Reconvene a new economic development committee.

Objective B: Conduct a community survey of what business sector additions would best serve Windsor Heights residents.

Objective C: Invest in a comprehensive marketing plan for business attraction.

Objective D: Build on the existing partnership with local development partners.

Goal #7 – Plan and **invest in City infrastructure** to ensure the long-term viability of the community's roadways, utilities, parks and public facilities.

Objective A: Establish a long-term funding plan for streets, sewers, parks, storm sewers, city facility improvements, sidewalks/trailways and other large scale investments.

Objective B: Expand existing community recreation options and pursue partnerships with the schools and other community organizations.

Objective C: Complete a long-term public facilities plan.

Objective D: Implement a plan to address Walnut Creek bank stabilization.

Goal #8 – Pursue initiatives aimed at growing Windsor Heights as a **diverse and inclusive community**.

Objective A: Identify new and emerging housing sector needs and develop strategies to pursue.

Objective B: Plan and hold new multi-cultural special events with community partners.

Objective C: Maintain City's commitment to unbiased policing and equal treatment of all residents regardless of age, race, sexual orientation or physical disability.

Objective D: Pursue grant opportunities to encourage the growth of minority-owned businesses.

Goal #9 – Continually strive to better **communicate with Windsor Heights residents** to achieve the most transparent government and understand citizen viewpoints.

Objective A: Deliver at least six newsletters to residents during the year.

Objective B: Maximize the use of social media to offer multiple methods of disseminating information to the public.

Objective C: Conduct a survey of residents to update survey results from 2017.

Objective D: Develop a marketing plan to establish Windsor Heights as a destination for residents in the region.

Objective E: Continuously improve the City's website to ensure accessibility by all.